



الجامعة الملكية للبنات
ROYAL UNIVERSITY FOR WOMEN

**RUW abridged
Strategic Plan
AY 2011-2016**

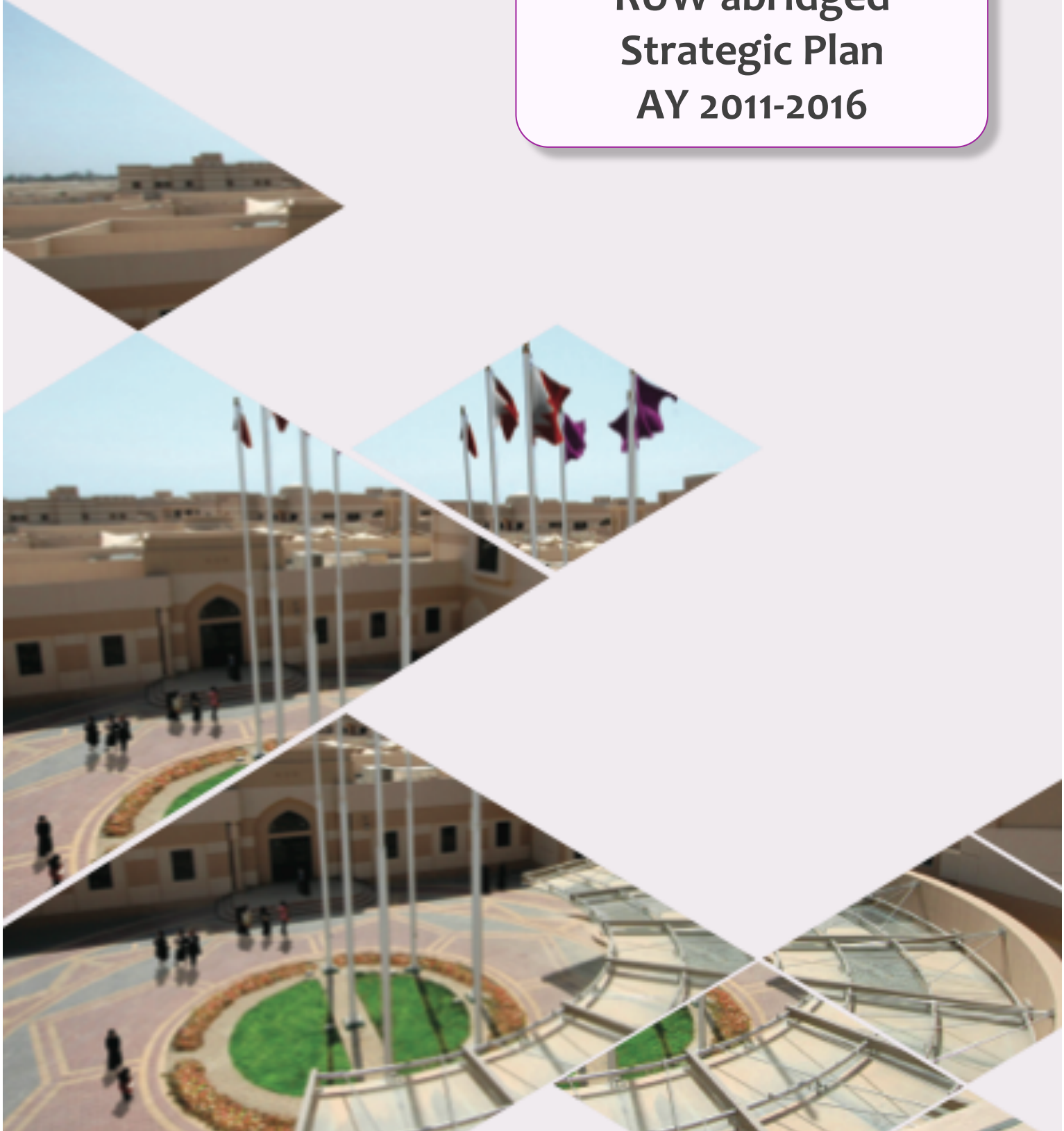




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EXECUTIVE SUMMARY

This Strategic plan is a living document covering 2011 to 2016. This will be reviewed at the end of every year. The review will take into consideration all the internal and external factors affecting our University.

The main aim of this strategic plan is to provide a clear direction and the course of actions that Royal University for Women (RUW) intends to take for achieving its strategic objectives. The plan proposes RUW's goals and the actions that transcend the boundaries of faculties, departments, and administrative sections. This strategic plan focuses on the synergy created by all the academic and administrative units.

The plan spells out RUW'S aspiration of becoming a regional leader for academic excellence for women and also to achieve international standards in its operations.

A number of guidelines and local and international universities' strategic plans were studied for the development of this document. This study was carried out to ensure appropriate standards, international perspective, and localized objectives. The documents referred to are as follows:

1. HEC regulations
2. Higher Education Review Unit Institutional Review Handbook
3. Higher Education Review Unit Programme Review Handbook
4. Tamkeen Skills Gap Study (Future Skills and Workforce Needs – Report 3)
5. Strategic Planning in Australian Universities guidelines
6. Strategic plan template by Applied Geographics Inc.
7. University of Aberdeen strategic plan
8. University of Bahrain strategic plan
9. Cornell University strategic plan
10. University of Maryland strategic plan

The process of developing the RUW 2011-2016 strategic plan started at the beginning of the Academic year 2010-2011 with three faculty members drafting the plan. Their input was based on the readings above, the mission and the vision of the university, the terms of reference approved by the Deans' Council, and expectations from the stakeholders (the Board of Trustees, the Executive Committee, University staff and the students). The draft plan was reviewed and commented on by all faculties, senate-standing committees and administrative departments. The strategic plan was later approved by the Deans' Council and subsequently by the University Senate. Through this approach, all academic and administrative members of the university were involved and had the opportunity to provide input regarding the plan. Based on the approved strategic plan, each faculty, committee and department developed its own operational plan highlighting goals and objectives to be met in the short, medium and long term.



When partnership discussions started between RUW and WVU, it was agreed that WVU would review and revise the strategic plan so it would fit the framework of the partnership. Both institutions created teams dedicated to the strategic plan review process. The revised plan was submitted to the Deans' Council and the University Senate for final approval. Upon approval of the two entities mentioned, the plan was approved by the Board of Trustees and the Board of Directors. The Present version however, has undergone modification as a result of the publishing of the Higher Education Council Strategies.



HISTORICAL CONTEXT

INTRODUCTION TO ROYAL UNIVERSITY FOR WOMEN

The first meeting of the Educational Projects Company (EPC) to establish the Royal University for Women (RUW) Founding Committee took place in February 2002. According to letter No. 1/1/9 issued by the Royal Court dated 09 July 2002, and Ministerial Order No. 146/2002, dated 16 July 2002 issued by the Ministry of Education; a special university for women was licensed for operation. In letter No. 304/2002 dated 02 November 2002 issued by the Ministry of Education; the name 'Royal University for Women' was confirmed. RUW opened enrolments in a temporary venue in October 2005.

THE CAMPUS

RUW is an independent purpose built campus that stands on 63 acres of land. There are a total of 9 buildings of which seven are currently in use. According to the Campus Master Plan (AR-100), there are allocated spaces for academic, administrative and two Residence buildings. The buildings on campus can potentially cater to up to 3,000 students.

The academic buildings include classrooms, computer labs, design studios and staff offices. The Student Centre houses the Office of the Dean of Student Affairs, Majlis, Student Clubs Meeting Room, Nurse's Office, Prayer Room, Cafeteria, four classrooms, and a salon which is currently in operation. Provisions for a bookshop, post-office, mini-supermarket and bank have also been made. The purpose built Library is housed in a separate building. Furthermore, students have access to an indoor Gymnasium that includes a swimming pool, billiards and table tennis room, locker rooms, showers and a sauna. There is a multi-purpose stadium catering to football, volleyball, basketball tennis and athletics.

GRADUATES

To date, RUW has graduated six cohorts of students with the first graduation being held in the academic year 2008 – 2009.

FACULTY

RUW started out with 17 faculty members teaching in 4 different faculties and the English for Academic Success Programme. Today, RUW has over 40 Faculty members teaching in its 4 faculties and the EAS programme. RUW currently has faculty members from 16 different countries adding diversity and an international feel to the university.

THE RUW STUDENT COUNCIL AND THE RUW ALUMNAE ASSOCIATION

Students play a role in the Governance of the University through the Student Council and through representation in the RUW Senate. The President of the RUW Student Council is an ex officio member of the University Senate. With the establishment of the Alumnae Association, the president of this association will also be and ex-officio member of the university senate.



QUALITY ASSURANCE

Royal University for Women was one of the first three universities to be reviewed by the Quality Assurance Authority for Education and Training in the Kingdom of Bahrain. RUW completed its first Institutional Quality Review cycle as well as two cycles of Programme reviews in the Faculty of Business and Financial Sciences. The results of both reviews were votes of “confidence” in the programmes offered.

The university has made a concerted effort to transform its understanding and approach to quality. RUW has developed a Quality Policy, which was approved by the University’s Board of Trustees in May 2012. This was later reviewed and minor revisions were made in May 2013. In addition a Senate standing committee called the Quality Assurance & Enhancement Committee has been established as of June 13 2013 to facilitate the implementation of the RUW Quality Policy as per the guidelines stated in the abovementioned ‘Guidelines’ document. It is important to mention that RUW has also successfully obtained ISO9001:2008 certification for all its administrative departments since July 2013.

VISION

The Royal University for Women will become the regional leader in academic excellence for women. Programmes and practices that meet international standards will prepare our graduates to become leaders who are engaged members of their society demonstrating initiative and life-long habits of learning and individual development. The RUW graduate will be creative, confident and forward thinking.

MISSION

At RUW, we offer our students a rewarding and challenging multi-cultural learning environment that cultivates strong, well-rounded personalities, encourages leadership, and builds character, social consciousness and community. We realize our commitment to teaching, learning, research and service through the activities of all members of the University community.

PURPOSE AND AIMS

In order to fulfill its mission and realize its vision, RUW operates based on a set of values stated below.

VALUES

ADMINISTRATION AND MANAGEMENT

Our administrative and management teams focus on empowering human resources, fostering equity, encouraging teamwork, and promoting a proactive, balanced and motivated approach to providing education.



FACULTY

Our faculty members draw strength from their diversity and experience; they thrive on challenge, and commit themselves to imparting both knowledge and character.

STUDENTS

Our students, regardless of their backgrounds, are encouraged to explore their fullest potential, test the limits of their creativity and talent, and reinforce their confidence and personalities in ways that will benefit them long after they graduate.

PROGRAMMES

We ensure currency and relevance of the programmes we deliver to the needs of women specifically in the region. Women empowerment is the underlying objective in all programmes

RESEARCH

RUW faculty members are engaged in research particularly in line with RUW's mission and vision.

COMMUNITY

In all our endeavours, we remain committed to the community at large, shouldering our social responsibility to improve lives, broaden horizons, and create real life values through our curricula, our research, our philosophy, and our students.

AFFILIATES

Our affiliates and our partners in progress and innovation share our vision to enhance the learning experience and push forward the boundaries of learning, technology, and the human spirit.

SHAREHOLDERS AND INVESTORS

Our shareholders and investors remain the foundation of our growth, expansion and advancement by shaping and guiding our investment strategies and by developing sound fiscal policies that support both our vision and our mission.



ACADEMIC OFFERINGS

Original Programme Design

RUW developed its initial degree programmes in collaboration with 2 reputable universities, McGill University in Canada and Middlesex University in the UK.

FACULTIES AND PROGRAMMES

Currently RUW has the following four faculties running the programmes stated below:

1. Faculty of Art & Design
 - a. Diploma in Art & Design by Edexcel UK
 - b. Bachelor of Arts in Fashion Design
 - c. Bachelor of Arts in Graphic Design
 - d. Bachelor of Arts in Interior Design
 - e. Bachelor of Architectural Design
 - f. Master in Drawing and Painting
 - g. Master in Design Management

2. Faculty of Business and Financial Sciences
 - a. Bachelor of Business in Banking and Finance
 - b. Bachelor of Business in Human Resource Management
 - c. Bachelor of Business in International Business
 - d. Bachelor of Business in Marketing

3. Faculty of Information Technology
 - a. Bachelor of Science in Computing Science
 - b. Bachelor of Science in Information Technology

4. Faculty of Law
 - a. Bachelor of Law

Centre for General Studies (CGS) offers two programmes:

1. English for Academic Success Programme
 - a. Diploma in English for Academic Success by Edexcel UK

2. Liberal Arts Requirement courses



RUW STRATEGIC PLAN

GOAL 1

- A. Attract, develop, and retain outstanding faculty and staff
- B. Encourage high impact research output

GOAL 2

- A. Ensure continuous quality improvement in all facets of the university's operations
- B. Enhance the quality of teaching and learning

GOAL 3

- A. Provide high quality, accessible education and training for the community
- B. Ensure graduating work-ready students
- C. Increase stakeholder retention

GOAL 4

- A. Invest in sustainable resources and diversify sources of revenue